



# MEMORANDUM

Agenda Item No. 11 (B) 5

To: Honorable Chairperson Barbara Carey-Shuler, Ed.D. Date: November 4, 2003  
and Members, Board of County Commissioners

From: George M. Burgess  
County Manager

Subject: Report of the Social and  
Economic Development  
Council as of September  
30, 2003

This report serves as an update regarding the activities of the Miami-Dade County Social and Economic Development Council (SEDC) through September 30, 2003. The report specifically focuses on the Council's efforts during the past several months since February 21, 2003 relative to the completion of the County's Strategic Plan and the Proposed Economic Element to the Comprehensive Development Master Plan (CDMP). The report has been prepared in follow-up to a report that was submitted to the Economic Development and Human Services Committee of the Board on March 5, 2003 and to the full Board of County Commissioners on April 8, 2003. Through this previously submitted comprehensive status report the SEDC transmitted to the Board, through the ED&HS Committee, its thoughts, concepts and ideas relative to its mission regarding Miami-Dade County's socio-economic development. These recommendations included suggestions relative to the organization of the County's management structure to enhance the coordination of the variety of functions, activities and programs impacting social and economic development. The SEDC has suggested that the County's management should be reviewed for modifications that would create a more comprehensive planning process, improve the direction of implementation efforts, and unify the supervision and coordination of both planning and implementation.

As an update on its activities in the past several months as of September 30, 2003 the SEDC reports the following accomplishments and recommendations:

- **The SEDC continues to be pleased with the ongoing opportunity that has been afforded for its input and participation in the development of the County's Strategic Plan. The SEDC has provided a level of input consistent with its mission and responsibilities and has had the opportunity to review the integrated strategies as they have been meshed into a Countywide Strategic Plan that will guide the allocation of resources through the County's FY 2003-04 budget process. The active participation of both the Office of Performance Improvement (OPI) and the Office of Management and Budget (OMB) in the meetings of the SEDC has contributed immensely to an effective level of participation in the strategic plan process.**

By way of a letter dated May 7, 2003 to the Mayor, Chairperson and Members of the Board the SEDC provided comments and recommendations regarding the FY 2003-04 Budget Priorities relative to Socio-Economic Development in Miami-Dade County. The letter referenced recent data from the 2000 Census and highlighted several significant socioeconomic trends that clearly raise issues of concern for the County's key policy-makers, and urged the Mayor and the Board to ensure that

the FY 2003-04 budget priorities include a clear and ongoing focus on the County's social and economic development needs. A copy of that letter is included as Attachment 1 to this memo.

- In further follow-up to the County Commission's discussion regarding the proposed economic element on July 28, 2002 there have been a series of ongoing discussions involving the SEDC and the Department of Planning and Zoning that have served to further elaborate and clarify several issues and concerns of the SEDC. Relative to its mission and responsibilities, the SEDC has clearly expressed its concern with the socio-economic implications of the economic development policies of Miami-Dade County. That is, the extent to which the county's economic development policies impact the distribution of jobs and income, thereby reducing the extent of poverty, improving income distribution, and increasing job opportunities for the poor.

A revised version of the Proposed Economic Element that included many revisions that were suggested by the SEDC was distributed for additional comment and input in July 2003. In response to this opportunity for further review the SEDC prepared additional suggestions for clarifying revisions that were formally submitted to the Department of Planning and Zoning on July 24, 2003 and were resubmitted as an alternative electronic file on September 5, 2003. The department provided a response to the SEDC's suggestions on September 19, 2003 and the SEDC is pleased that the department has accepted the suggestions with some revisions and modifications. As the result of a final discussion held on October 1, 2003 and agreements that have been reached relative to the SEDC's suggested revisions, the SEDC is in full support of the Proposed Economic Element that will be considered by the Board in early November 2003 for transmittal to the State of Florida and for adoption pursuant to a public hearing in April-May 2004. Included as Attachment 2 to this memo is a Comparative Review of Suggested Revisions to the Proposed Economic Element that includes the SEDC's suggestions and the Department of Planning and Zoning's responses.

- The SEDC continues to suggest and recommend that long-term development in Miami-Dade County must be approached in an integrated rather than in a piecemeal fashion. Problems and obstacles are abundant and prospects alarming as evidenced in the revised Data Analysis and Information Report included in the Proposed Economic Element that provides statistics and socio-economic analysis based on 2000 census data. The revealed socio-economic trends cannot be faced in a disjointed and fragmented manner. In the SEDC's view, organizational restructuring ought to be given the highest priority by County government and staff.

In addition to its concerns relative to the socio-economic implications of economic development policy-making, the SEDC is also concerned with the County's structure for a more comprehensive planning process, the control and direction of implementation efforts, and the supervision and coordination of both planning and implementation.

Moreover, since planning provides the foundation for implementation, the SEDC also suggests that consideration be given to providing common management and supervision over both planning and implementation as it relates to economic development within the context of an evaluative framework that considers the socioeconomic implications and impacts of economic policies, programs, projects and activities. Such organizational restructuring should also be considered within a context that ensures ongoing consistency between the County's Strategic Plan and the CDMP Economic Element.

In this context, the SEDC has prepared a concept paper that delineates a suggested approach for the County's consideration in implementation the policy recommendation in the Proposed Economic Element that calls for the creation of an Executive Planning Office (EPO) to integrate the planning and implementation of county functions relative to socioeconomic development.

The rationale for the creation of this EPO is the SEDC's determination that all of the relevant planning and implementing functions (activities, projects, and policies) of the county's various organizational units or components must be appropriately coordinated in such a way that would result in a more comprehensive planning process which would take into account the socioeconomic aspects of the county.

The mission of the EPO would be to specifically guide, review, evaluate, and monitor all of Miami-Dade County's physical, economic, financial and/or budgetary, business, and social services activities that impact the socioeconomic development of the area.

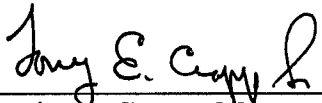
After having considered and discussed a number of options and alternatives, the SEDC is recommending the creation of an EPO within the Office of the County Manager whose location, attributes, and authority within the county's organizational structure would be as follows:

- (1) It will be a centralized office with supervisory responsibility and authority to function as a reviewing and evaluating entity between the planning and implementation phases within the county's management structure in order to enhance and insure the coordination of functions, activities, and programs impacting social and economic development; and
- (2) In order for this EPO to be able to serve as an effective filtering mechanism and successfully accomplish the mission described above it must be vested with adequate authority and power.

Included as Attachment 3 to this memo please find a copy of this concept paper for the Executive Planning Office.

- The SEDC looks forward to the opportunity to continue its work with the County through the Economic Development and Human Services Committee of the Board of County Commissioners and to share ideas, concepts, and recommendations in pursuit of the important and critical mission of socio-economic improvement in the context of promoting Miami-Dade County's economic growth and expansion. In follow-up to a recent meeting with the newly appointed County Manager, the SEDC is pleased that an updated memorandum dated September 25, 2003 has been issued from the Manager that reiterates the administration's support for the SEDC's mission. Included as Attachment 4 to this memo please find a copy of this memorandum.

This report was prepared at the request of the Social and Economic Development Council by Tony E. Crapp, Sr., Assistant County Manager. The report was reviewed by the members of the SEDC during a meeting held on October 1, 2003 and approved for transmittal by Dr. Antonio Jorge, SEDC Chairperson.

  
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Assistant County Manager

# **ATTACHMENT**

**1**

Miami-Dade County Social and Economic Development Council  
c/o Office of Community and Economic Development  
140 W. Flagler Street, Suite 1000  
Miami, Florida 33130

May 7, 2003

Honorable Mayor Alex Penelas  
Honorable Chairperson and Members  
of the Board of County Commissioners  
Miami-Dade County  
Stephen P. Clark Center  
111 N.W. 1<sup>st</sup> Street  
Miami, Florida 33138-1994

RE: FY 2003-04 Budget Priorities relative to Socio-Economic Development in Miami-Dade County

Dear Honorable Mayor, Chairperson and Members of the County Commission:

On October 17, 2001 during a Special Board of County Commissioners meeting the Board adopted Resolution No. R-1087-01 that created a nine-member Social and Economic Development Council for Miami-Dade County (SEDC). As a direct result of the September 11, 2001 terrorist attacks having a devastating impact on the social and economic fabric of Miami-Dade County and Mayor Alex Penelas' declaration of a Local State of Emergency on October 2, 2001, the SEDC was created as an "economic think-tank" and charged with the task of developing a short-term and long-range plan to address the social and economic consequences of the downturn in the economy, and to reinvigorate the rate of economic development in the best interest of the County.

In creating the SEDC, the Board of County Commissioners appointed Dr. Antonio Jorge as the Chairperson and Dr. Albert Smith as the Vice Chairperson. Subsequent to several months of preparation and the distribution of a memorandum from County Manager Steve Shiver regarding the role of the SEDC, the initial meeting of the council was held on April 29, 2002.

Subsequent to the adoption of the authorizing resolution and the initial meeting of the SEDC, the council was affirmed and recreated by Ordinance and expanded to be an eighteen-member body. The SEDC is charged with the following duties, functions and responsibilities and works with the Economic Development and Human Services Committee of the Board of County Commissioners:

- a. To suggest and recommend to the Mayor and Commissioners of Miami-Dade County the appropriate short-run policies and measures to reactivate the

economy of the County, with special attention to the needs of low income segments of the population;

- b. To actively participate in and coordinate the efforts for the conceptualization, formulation and implementation of a long-run strategy for the acceleration of the social and economic development of Miami-Dade County;
- c. To provide a forum and medium for governmental officers and community leaders to study and address the socio-economic consequences of the terrorist attacks of September 11, 2001; and
- d. To make findings and recommendations on a quarterly basis to the Mayor of Miami-Dade County and the Board of County Commissioners regarding the necessary measures to ensure full recovery and future socio-economic development.

Toward the execution of these varied responsibilities the Council has been engaged over the past several months in an intensive effort to identify and obtain information regarding those key County departments and agencies that are most directly related to the execution of its responsibilities. In addition, the Council has become familiar with and closely involved in ongoing processes relative to the preparation of the County's Strategic Plan and the development of the proposed Economic Element to the County's Comprehensive Development Master Plan. Moreover, the Council has most recently focused its attention on the allocation of resources that will occur through the development of the County's FY 2003-04 Budget. In this connection, the members of the Council have reviewed and discussed the FY 2003-04 Budget Priorities that have been delineated by the County Manager in a memorandum dated January 31, 2003 as well as the FY 2003-04 Budget Message from Mayor Penelas dated March 31, 2003.

The SEDC has noted and supports the County Manager's recommendation of an economic development budget priority that would focus on economic development by providing adequate infrastructure such as water and sewer systems to enhance the market appeal of opportunity areas for private investment and by coordinating loan and other financial assistance/incentive programs to maximize their availability to the public while minimizing operational costs. In addition, the SEDC strongly endorses the Mayor's budget message that emphasizes strengthening the effectiveness of the County's economic development programs through job creation and neighborhood revitalization; and provides specific support for economic growth and expansion through the Free Trade Area of the Americas initiative.

In the context of the Council's mission and the several ongoing events relative to the planning, prioritizing and allocation of resources through the FY 2003-04 County Budget, the purpose of this correspondence is to express the Council's support of the strategic direction the County is taking and to draw specific attention to the critical need

to focus on this community's social and economic development needs as a central part of the pending resource allocation process.

Recently the members of the SEDC had the opportunity to review data from the 2000 Census that was prepared and analyzed by the County's Department of Planning and Zoning as a part of the proposed Economic Element to the Comprehensive Development Master Plan. That data indicates several significant socio-economic trends that clearly raise issues of serious concern for the County's key policy-makers. These trends are highlighted below:

- **Per Capita Income:** Between 1979 and 1989 Miami-Dade County's per capita income rose to \$13,686 but the nation's climbed to \$14,420. Thus, Miami-Dade County fell behind the U.S. as the 1990s began. By this same time, the state also exceeded Miami-Dade by more than \$1,000 per capita. Data from the 2000 Census indicate that this trend has continued with the U.S. now at \$21,557 with Miami-Dade lagging by more than \$3,000 to stand at \$18,497. The main reason for this shift very likely has been the faster growth of population relative to income in Miami-Dade.
- **Family Income:** Overall median family income in 1979 was \$18,642; it climbed to \$31,113 in 1989 and again to \$40,260 by 1999. Over the twenty-year span this was an increase of 226.5 percent measured in current dollars. However, when adjusted for inflation, the gain evaporates; in constant 1999-dollar terms there was a small decline. In 1999, Miami-Dade's median family income was only 88 percent of the State of Florida value (\$45,625) and just over 80 percent of the nation's (\$50,046). These are very wide disparities.
- **Income Concentration and Inequality:** In 1979, the poorest fifth of all families received only 4.3 percent of aggregate income. At the other extreme 48 percent of the income was received by the top fifth of income earners. For all families the situation worsened somewhat between 1979 and 1989. In 1999, the overall pattern worsened again for all families. By then the poorest fifth of income earners received about 3 percent of all income and the highest fifth received more than half. The Gini Coefficient for Miami-Dade underscores the general increase in the degree of income inequality among families. The coefficient for all families increased from .424 in 1979 to .442 in 1989. In 1999, it was higher at .451. These figures indicate a situation of deepening income inequality in Miami-Dade.
- **Poverty:** There has been a steady rise in the total number of persons in poverty over the twenty-year period since 1979 so that by 1999 nearly twenty (20) percent of the residents in Miami-Dade were classified as persons in poverty.
- **Employment and Labor Force:** Over a twenty-year period from 1980 through 1999, Miami-Dade County's average unemployment rate was 7.6 percent, but with a good deal of fluctuation annually. Projected rates show a steady increase

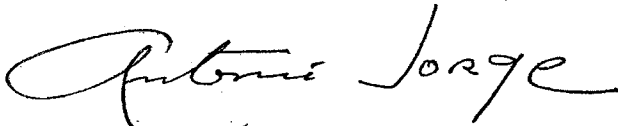


of the rate from 9.1 percent in 2000 to 13.6 percent in 2020. It is important to understand that the high rates of the outer years are essentially hypothetical and in all likelihood would not be reached due to the exodus of many people looking for work. However, this analysis has merit because it shows the job formation problem the area is likely to encounter if the plausible projections of employment and labor force growth come to pass.

With the foregoing trends in mind, the members of the Social and Economic Development Council take this opportunity to urge the Mayor and the Board of County Commissioners to ensure that the FY 2003-04 budget priorities include a clear and ongoing focus on the County's social and economic development needs.

The members of the Social and Economic Development Council look forward to the opportunity to continue its important work and to sharing additional ideas and recommendations in pursuit of the important and critical mission of socio-economic improvement in the context of promoting Miami-Dade County's economic growth and expansion.

Sincerely,

A handwritten signature in cursive script, appearing to read "Antonio Jorge".

Dr. Antonio Jorge  
Chairperson  
Miami-Dade County  
Social and Economic Development Council

cc: Members of the Social and Economic Development Council

Steve Shiver, County Manager

# **ATTACHMENT**

**2**

# **Proposed Economic Element**

## **Miami-Dade County Comprehensive Development Master Plan**

### **Comparative Review of Suggested Revisions**

**October 1, 2003**

**GOAL #1**

**Devise planning and fully operational conditions throughout Miami-Dade County government, to proactively facilitate socio-economic development.**

**Objective 1**

**Establish a socio-economic development executive office within one year, which will initiate, guide, review, evaluate and monitor in conjunction with the related organizational units all Miami-Dade County activities impacting countywide socio-economic development. These activities will encompass all physical, economic, financial and/or budgetary, business and social service aspects of county government related to countywide socio-economic development.**

- 1C. The socio-economic development executive office will be charged with the coordination, evaluation and integration of countywide social and economic development plans and activities.

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Goal 1/Objective 1/Policy C:

IC. The socio-economic development executive office will be charged with the coordination, evaluation, ~~and~~ integration **and monitoring** of countywide social and economic development plans and activities.

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Goal 1, Objective 1, Policy 1C  
Accept suggested revision

### **Objective 3**

**To the maximum extent possible, County initiatives and programs to promote economic growth and diversification of the county's economic base should support broadly accepted socio-economic development goals, such as the amelioration of poverty, the promotion of economic mobility and self-sufficiency, and access to affordable housing.**

### **Policies**

3A. Establish administrative procedures for assuring coordination and integration of countywide and community economic development efforts.

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### Goal 1/Objective 3/Policy 3A:

3A. Establish administrative procedures for assuring coordination and integration of countywide and community economic development efforts **through the agency of the Socio-Economic Development Executive Office.**

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Goal 1, Objective 3, Policy 3A  
Accept suggested revision

### GOAL #3

**Increase prioritized industries employment and investment through enhanced programmatic assistance to ongoing public and private business and labor force development programs.**

#### Objective 1

**Develop within two years, a set of guidelines for close coordination between Miami-Dade County government functions impacting socio-economic development and the primary organizations having business attraction, expansion and retention program responsibilities, as well as with other non-local institutions, organizations and individuals interested in the economic development of the area.**

#### Policies

1A. Miami-Dade County's best overall socio-economic strategy for meeting employment needs for the next 20 years is to emphasize its strengths in international commerce, health services, the visitor industry, and aviation-related activities, and endeavor to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications.

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#### Goal 3/Objective 1/Policy 1A:

1A. Miami-Dade County's best overall socio-economic strategy for meeting employment needs for the ~~next 20 years~~ **foreseeable future should be a two-pronged one, is to emphasize** ~~emphasizing~~ its strengths in international commerce, health services, the visitor industry, and aviation-related activities, ~~and endeavor~~ **endeavoring** to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications, **while simultaneously stressing the creation and development of small and medium-sized, labor intensive enterprises, geared to the socio-economic needs and opportunities of specific neighborhoods and locations meant to serve a diversity of markets.**

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#### Goal 3, Objective 1, Policy 1A

Accept with change as discussed with the Social and Economic Development Council on 10/1/03

1A. Miami-Dade County's strategy ~~best overall socio-economic~~ for meeting countywide employment needs for the next ~~20~~ several years ~~is~~ should be to emphasize its strengths in international commerce, health services, the visitor industry, and aviation-related activities, ~~and~~ while endeavoring to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications, while simultaneously promoting the creation and development of small and medium-sized, labor intensive enterprises, geared to the socio-economic needs and opportunities of specific neighborhoods and locations meant to serve a diversity of markets.

## Goal 3/Objective 2

Establish, within two years, utilizing county, state, and national agencies and capabilities, a Small Business Assistance Program focused on management, financial planning and technology application.

### Policies

2A. County direct business assistance should be targeted to small businesses, especially those located in the Empowerment Zone or in the Targeted

Urban Areas.

2B. The County will consolidate existing business assistance programs and activities into one office which primarily promotes small business.

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#### Goal 3/Objective 2/Policy 2A:

2A. County direct business assistance **and training** should be targeted to small businesses, especially those located in the Empowerment Zone or in the Targeted Urban Areas.

#### Goal 3/Objective 2/Policy 2B:

2B. The County will consolidate existing business assistance programs, **including business training** and activities, into one office ~~which~~ **that will** primarily promote small business.

#### Goal 3/Objective 2/NEW Policy 2C:

2C. *The County shall establish a financial development fund with the assistance of local commercial banks and related financial institutions, and in association with appropriate community-based economic and social organizations, to provide concessionary credit to prospective local entrepreneurs meeting required conditions. This particular kind of activity will be undertaken in tandem with the necessary technical training in diverse business areas, as stated in policies 2A and 2B, above.*

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Goal 3, Objective 2, Policies 2A and 2B  
Accept suggested revisions

Goal 3, Objective 2, New Policy 2C

Accept with need for clarification and further research. Is it proposed that Miami-Dade County would commit funds to such a program? Also, there are already loan and grant programs available for these purposes and certain financial institutions have made pledges to the Empowerment Zone and perhaps other initiatives. Some investigation should be done to determine how this new program integrates with these existing mechanisms. There is also the question of how such a program would be administered.

The following language was agreed to in discussion with the Social and Economic Development Council on 10/1/03:

**The County shall continue existing and establish new financial assistance programs that are appropriate to provide a range of capital access options to provide concessionary credit to existing and prospective local entrepreneurs meeting required conditions. These financial assistance programs can be directly funded by or through the County, can be established with the active assistance of commercial banks and related financial institutions, and can also be established in association with appropriate community-based or other alternative economic and social organizations. This capital access and financial assistance activity will be undertaken in tandem with the necessary technical training in diverse business areas as stated in policies 2A and 2B above.**



## Monitoring Program

### Goal 1, Objective 3

Ascertain the status of the recommended plan at the end of five years.

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#### Goal 1/Objective 3:

**Prepare an assessment** of progress in achieving this objective ~~Ascertain the status of the recommended plan at the end of five every three years.~~

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#### Goal 1, Objective 3

Suggested revision does not use original wording in the proposed Element. We have modified that version in keeping with the intent of the revision.

At the end of ~~five~~ three years, ~~do~~ prepare an assessment of County economic development programs to determine ~~if they are in accord with progress in~~ achieving this objective.

#### **Goal 1, Objective 4**

Evaluate whether the County implemented the economic and social components of its Strategic Plan and established a mechanism to monitor progress and redirect as necessary.

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#### Goal 1/Objective 4:

**Perform biennial assessments of the County's efforts to implement** ~~Evaluate whether the County implemented~~ the economic and social components of its Strategic Plan and established a mechanism to monitor progress and ~~redirect~~ **recommend administrative and policy actions** as necessary **to achieve this objective.**

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#### Goal 1, Objective 4

In the Element, Goal 1, Objective 4 pertains to an assessment of the REMI model. There is no reference to the Strategic Plan in the proposed Economic Element. Since the Economic Element is a component of the more overarching Strategic Plan, it would not be appropriate for the former to monitor and assess the latter. Moreover, the Strategic Plan process already calls for biennial assessments and a monitoring system is being put in place.

**As the result of the discussion with the Social and Economic Development Council on 10/1/03 it was agreed that the proposed Goal 1/Objective 4 would be deleted.**

**Goal 2, Objective 2**

Assess the level of improvement of the transit system in terms of route miles, headways and other operational measures at the end of five years.

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Goal 2/Objective 2:

Assess the level of improvement of the transit system in terms of route miles, headways and other operational measures at the end of ~~five~~ three years.

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Goal 2, Objective 2

Accept suggested revision.

**Goal 5, Objective 2**

Compare the operations-capacity ratios of the major aviation facilities in Miami-Dade County for the year 2003 and 2010.

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Goal 5/Objective 1:

**Evaluate changes in** ~~Compare~~ the operations-capacity ratios of the major aviation facilities in Miami-Dade County for the years 2003 ~~and~~ **through** 2010.

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Goal 5, Objective 1 (should be 2)

Accept suggested revision with change of year 2003 to 2005 and 2010 to 2015.



## MEMORANDUM

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**To:** Dr. Antonio Jorge, Chairman, and  
Members, Social and Economic Development  
Council

**Date:** September 19, 2003

**From:** Diane O'Quinn Williams, Director  
Department of Planning and Zoning

**Subject:** Revisions to Proposed Economic  
Element

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Your comments and suggestions relating to the Proposed Economic Element dated September 5, 2003 (attached) have been reviewed. Our response is as follows.

In the Goals, Objectives and Policies Section:

Goal 1, Objective 1, Policy 1C  
Accept suggested revision

Goal 1, Objective 3, Policy 3A  
Accept suggested revision

Goal 3, Objective 1, Policy 1A  
Accept with change

We prefer that Policy 1A remain essentially as originally presented, to read as follows:

- 1A. Miami-Dade County's strategy ~~best overall socio-economic~~ for meeting countywide employment needs for the next 20 several years is should be to emphasize its strengths in international commerce, health services, the visitor industry, and aviation-related activities, ~~and~~ while endeavoring to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications.

Then, we believe it would be more effective if the new language being suggested slightly modified is incorporated into a new policy under Objective 2, where we deal with small business.

New Policy 2C

Based on appropriate research, within one year, labor-intensive industries which can be competitive in Miami-Dade County will be identified. Within these industries, a program will be formulated stressing the creation and development of small and medium size enterprises, geared to the socio-economic needs and opportunities of specific neighborhoods and locations, and meant to serve a diversity of markets.

Goal 3, Objective 2, Policies 2A and 2B  
Accept suggested revisions

Goal 3, Objective 2, New Policy 2C

Given suggestion above, this would become New Policy 2D.

Accept with need for clarification and further research. Is it proposed that Miami-Dade County would commit funds to such a program? Also, there are already loan and grant programs available for these purposes and certain financial institutions have made pledges to the Empowerment Zone and perhaps other initiatives. Some investigation should be done to determine how this new program integrates with these existing mechanisms. There is also the question of how such a program would be administered.

#### **Reaction to Suggested Revisions to Monitoring Program**

Goal 1, Objective 3

Suggested revision does not use original wording in the proposed Element. We have modified that version in keeping with the intent of the revision.

At the end of ~~five~~ three years, ~~do~~ prepare an assessment of County economic development programs to determine ~~if they are in accord with progress in~~ achieving this objective.

Goal 1, Objective 4

In the Element, Goal 1, Objective 4 pertains to an assessment of the REMI model. There is no reference to the Strategic Plan in the proposed Economic Element. Since the Economic Element is a component of the more overarching Strategic Plan, it would not be appropriate for the former to monitor and assess the latter. Moreover, the Strategic Plan process already calls for biennial assessments and a monitoring system is being put in place.

Goal 2, Objective 2

Accept suggested revision.

Goal 5, Objective 1 (should be 2)

Accept suggested revision with change of year 2003 to 2005 and 2010 to 2015.

Attachment

DOQ'W:SB:CWB:kk

cc: Tony E. Crapp, Sr., Assistant County Manager  
Alex Muñoz, Assistant County Manager  
Subrata Basu, Assistant Director for Planning, DP&Z

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INTEROFFICE MEMORANDUM

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TO: Mr. Tony Crapp, Assistant County Manager, Miami-Dade County  
FROM: Dr. Antonio Jorge on behalf of the Social and Economic Development Council  
DATE: September 5, 2003  
SUBJECT: Comments and suggestions relating to the proposed Economic Element of the CDMP  
cc: Ms. Diane O'Quinn Williams, Director, Department of Planning and Zoning;  
Members of the Social and Economic Development Council

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The following suggestions for incorporation into the language of the document *Economic Element: Volume 1* (June 2003) are being offered at the invitation of the representatives of the Miami-Dade County Department of Planning and Zoning who regularly attend the meetings of the Social and Economic Development Council of Miami-Dade County. This memo represents the final draft of the suggested revisions submitted on July 22, 2003; and formally approved by the Council at its July 28th meeting.

The Council's suggestions and comments have a two-fold purpose:

1. To supplement the *One Community/One Goal* economic development strategy, and other potentially employment generating plans, which are being supported by the *Economic Element* (referenced on page VIII), by emphasizing the need to conceive and implement a parallel strategy based on the development of neighborhood or locally oriented small and medium-sized enterprises - mostly labor intensive. This strategy will address most effectively and immediately some fundamental or structural, socio-economic critical weaknesses that threaten to become chronic in our community. (These weaknesses include, for example, high unemployment and rates of poverty; excessive inequality of income and substandard living conditions; and sectorial imbalances reflected in insufficient industrial diversification.)
2. To underscore the urgent need to establish an organizational structure that greatly increases coordination, evaluation, integration and monitoring of countywide social and economic development plans and activities. The Council feels that the cross-functional coordination and rationality necessary to squeeze the greatest possible benefits from the County's socio-economic development efforts requires the creation of a *Socio-Economic Development Executive Office*.

The following suggested revisions to the proposed *Economic Element* are presented with deletions appearing as ~~stricken through~~ words and language to be inserted appearing in **bold type**.

✓ Goal 1/Objective 1/Policy C:

IC. The socio-economic development executive office will be charged with the coordination, evaluation, ~~and integration and monitoring~~ of countywide social and economic development plans and activities.

✓ Goal 1/Objective 3/Policy 3A:

3A. Establish administrative procedures for assuring coordination and integration of countywide and community economic development efforts through the agency of the Socio-Economic Development Executive Office.

Goal 3/Objective 1/Policy 1A:

1A. Miami-Dade County's best overall socio-economic strategy for meeting employment needs for the ~~next 20 years foreseeable future should be a two-pronged one, is to emphasize~~ **emphasizing** its strengths in international commerce, health services, the visitor industry, and aviation-related activities, ~~and endeavor~~ **endeavoring** to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications, ~~while simultaneously stressing the creation and development of~~ **small and medium-sized, labor intensive enterprises, geared to the socio-economic needs and opportunities of specific neighborhoods and locations meant to serve a diversity of markets.**

✓ Goal 3/Objective 2/Policy 2A:

2A. County direct business assistance **and training** should be targeted to small businesses, especially those located in the Empowerment Zone or in the Targeted Urban Areas.

✓ Goal 3/Objective 2/Policy 2B:

2B. The County will consolidate existing business assistance programs, **including business training** and activities, into one office ~~which~~ **that** will primarily promotes small business.

Goal 3/Objective 2/NEW Policy 2C:

2C. The County shall establish a financial development fund with the assistance of local commercial banks and related financial institutions, and in association with appropriate community-based economic and social organizations, to provide concessionary credit to prospective local entrepreneurs meeting required conditions. This particular kind of activity will be undertaken in tandem with the necessary technical training in diverse business areas, as stated in policies 2A and 2B, above.

The following proposed revisions occur under the section of the *Economic Element* headed "Monitoring Program" (pp 1-11 and 1-12)

Goal 1/Objective 3:

Prepare an assessment of progress in achieving this objective ~~Ascertain the status of the recommended plan at the end of five every three years.~~



Goal 1/Objective 4:

**Perform biennial assessments of the County's efforts to implement ~~Evaluate whether the County~~ implemented the economic and social components of its Strategic Plan and established a mechanism to monitor progress and ~~redirect~~ recommend administrative and policy actions as necessary to achieve this objective.**

✓ Goal 2/Objective 2:

Assess the level of improvement of the transit system in terms of route miles, headways and other operational measures at the end of ~~five~~ three years.

Goal 5/Objective 1:

**Evaluate changes in ~~Compare~~ the operations-capacity ratios of the major aviation facilities in Miami-Dade County for the years 2003 and through 2010.**

(Proposed)  
**Economic Element**  
(Components for Adoption)

**Miami-Dade County**  
**Comprehensive Development Master Plan**

Miami-Dade County  
Department of Planning and Zoning  
April 2003

## Introduction

The overarching aims of the Economic Element are to expand and further diversify the Miami-Dade economy, provide employment for all who want to work, and increase income and wealth. More specifically, the Element provides a set of goals and associated objectives and policies which, if adopted and pursued, will significantly enhance Miami-Dade County government's contribution to the economic development of the area. For elected officials, the Element will serve as the general policy framework for economic development decisions. For the administration and staff, it will be the guidebook for operational activities which influence economic development.

The Local Government Comprehensive Planning and Land Development Regulation Act (Ch. 163, Part 2, F.S.) authorized local governments to include an economic element as an optional element in their comprehensive plans. Since the passage of the initial growth management legislation in 1972, Miami-Dade County had traditionally considered economic issues in the formulation of its comprehensive plan, particularly in the land use and the service and facility provisions of the Plan. Prior to the growth management law, the General Land Use Master Plan in 1965 did contain an economic element which focused on improving the industrial mix, creating more and better jobs, and increasing incomes and wealth. The current law [163.3177(7)(j)F.S.] provides a very general description of the economic element:

*An economic element setting forth principles and guidelines for the commercial and industrial development, if any, and the employment and personnel utilization within the area. The element may detail the type of commercial and industrial development sought, correlated to the present and projected employment needs of the area and to other elements of the plans, and may set forth methods by which a balanced and stable economic base will be pursued.*

The Act goes on to say that, "All elements of the comprehensive plan, whether mandatory or optional, shall be based upon data appropriate to the element involved." In addition, an economic element must be consistent with the other elements of the plan and generally conform to a similar format. In late 1997, the Board of County Commissioners requested that an economic element be prepared. Work on the element commenced in fiscal 1999-2000, when funding was secured. In July, 2000, a contract was approved to engage the Beacon Council to assist with the project and in August, 2001, a draft of the proposed Element was completed and distributed for comment. Many of those comments were incorporated and the Components for Adoption were filed as Application 14 in the October, 2001 CDMP Amendment Cycle. However, at its May, 2002 Transmittal Hearing, the Board of County Commissioners raised several questions about certain goals, objectives and policies and decided not to transmit the Proposed Element. During the interim between that action and the current filing, staff updated the support material and revised objectives and policies that were

outdated or not in accord with Board of County Commission actions. In addition, the extra time allowed for coordination with the County's Strategic Planning process and to receive input from the Social and Economic Development Council. The latter is an advisory group established by the Board of County Commissioners shortly after the September 11, 2001 terrorist attacks.

The Element is consistent with the other elements of the Comprehensive Development Master Plan (CDMP) and generally conforms with their format. These components proposed for adoption as part of the CDMP are comprised of goals, objectives and policies which are supported by extensive support material (i.e. research and analysis). Below, the five goals are listed with a brief statement of the intent of the objectives and policies associated with each.

**Goal 1. Attain planning and operational conditions throughout Miami-Dade government which proactively facilitate economic development.**

The objectives and policies are aimed at improving both internal and external economic development planning and coordination.

**Goal 2. Provide public infrastructure which allows all areas of Miami-Dade County to maximize their economic development potential.**

The objectives-policies cluster is primarily directed at improving and expanding physical infrastructure important for economic development.

**Goal 3. Increase targeted industry employment and investment through enhanced programmatic assistance to ongoing public and private business and labor force development programs.**

The objectives and policies supporting this goal are intended to enhance the County's connection with major economic development organizations, improve small business assistance, and further workforce development.

**Goal 4. Institute a business support function to facilitate relations with Miami-Dade County in all aspects of business development, permitting, regulations, and problem resolution.**

Objectives and policies will improve the relationship between the County and local, particularly, small businesses.

**Goal 5. Maintain and expand Miami-Dade County airports and seaports to become top-ranked in capacity, security, customer service, and environmental sensitivity among cargo and passenger facilities worldwide.**

This objective-policies set is designed to help assure that these two key economic assets continue to perform their critical roles in propelling the Miami-Dade economy.

The Support Components include sections addressing The Basis and Need for an Economic Element, Non-OCOG Supplementary Industries, Infrastructure for Economic Development, Miami-Dade County Institutional Responses to Challenges of the Future, Cities and County Economic Development Programs, and two short sections which discuss aspects of the process used to prepare the Element.

This Element builds upon ten carefully selected industry groups arising from the One Community/One Goal® (OCOG) initiative. This industry analysis is supplemented by five additional industries which have been identified, based on selected criteria, as providing the best prospects for contributing to employment and income growth in the County over the long run.

In addition to these industry components, the Element supports previous local economic development planning efforts, including the Urban Revitalization Task Force Plan, the Empowerment Zone, the County Strategic Plan, and pertinent plans prepared for south Miami-Dade. All of these plans were reviewed to identify needs for County governmental action to support or assist in their implementation. Augmenting the plan reviews, suggestions and guidance was sought through meetings with ten municipalities and more than thirty economic development agencies and organizations.

Included at the end of this proposed Components for Adoption section is the suggested Monitoring Program.

## **Goals, Objectives and Policies**

### **GOAL #1**

**Devise planning and fully operational conditions throughout Miami-Dade County government, to proactively facilitate socio-economic development.**

#### **Objective 1**

**Establish a socio-economic development executive office within one year, which will initiate, guide, review, evaluate and monitor in conjunction with the related organizational units all Miami-Dade County activities impacting countywide socio-economic development. These activities will encompass all physical, economic, financial and/or budgetary, business and social service aspects of county government related to countywide socio-economic development.**

#### **Policies**

- 1A. Consolidate all countywide economic development planning and related functions into one unified, proactive organizational structure.
- 1B. The Comprehensive Development Master Plan and Miami-Dade County's Strategic Plan shall be the principal planning instruments that will set overall economic development parameters.
- 1C. The socio-economic development executive office will be charged with the coordination, evaluation and integration of countywide social and economic development plans and activities.

#### **Objective 2**

**Achieve a high level of communication and coordination with all relevant public and private sector economic development entities through revamping and upgrading the necessary organizational structure.**

#### **Policies**

- 2A. The County will develop a public information campaign to disseminate socio-economic development initiatives.
- 2B. The County will utilize a socio-economic development website that provides data and information and access to Miami-Dade's business assistance entities.
- 2C. Assure the coordination, evaluation, review, and monitoring of socio-economic development activities, including commercial/industrial land use decisions and related infrastructure prioritization with municipalities.

### **Objective 3**

**To the maximum extent possible, County initiatives and programs to promote economic growth and diversification of the county's economic base should support broadly accepted socio-economic development goals, such as the amelioration of poverty, the promotion of economic mobility and self-sufficiency, and access to affordable housing.**

#### **Policies**

- 3A. Establish administrative procedures for assuring coordination and integration of countywide and community economic development efforts.
- 3B. The County's community development programs should, to the maximum extent possible, be based on plans adopted by the Board of County Commissioners, such as the County's Strategic Plan, the Empowerment Zone Strategic Plan and the Urban Economic Revitalization Plan for the Targeted Urban Areas. These adopted plans will be consistently integrated and have primacy as the core of the County's community economic development program.
- 3C. The neighborhood initiative's recommendations included in the FIU Metropolitan Center Main Report should be given consideration in establishing an effective community economic development program.

### **Objective 4**

**Formulate an indicative and flexible blueprint or strategy and concomitant policies subject to a review or dynamic process of continuous revisions.**

- 4A. The County shall develop (acquire) a quantitative modeling system that estimates the broad economic and social consequences of land use policies and major economic development initiatives, investment in public infrastructure, within one year of adopting the Comprehensive Development Master Plan.

### **GOAL #2**

**Provide public infrastructure which allows all areas of Miami-Dade County to optimize their socio-economic development potential.**

#### **Objective 1**

**Develop a consolidated infrastructure plan within one year, including streets and highways, water and sewer capacity, drainage and fire facilities, and other components especially high technology, as necessary, to enhance socio-economic development.**

**Policies**

- 1A. The County will review, evaluate, and update the specified infrastructure improvement and expansion plans; putting major emphasis on economic development accommodation and promotion.
- 1B. Carrying out the Needs Version of the current Long Range Transportation Plan including unfunded projects will have the highest priority in surface transportation planning.
- 1C. A major effort will be made to garner new sources to fund the consolidated infrastructure improvement and expansion plans.
- 1D. In order to provide necessary infrastructure, a comprehensive general obligation bond issue should be prepared, widely publicized and promoted and put to referendum within one year.
- 1E. During the 2002/03 Evaluation and Appraisal Report the CDMP's Land Use, Transportation, Housing, Water and Sewer, Solid Waste, and Capital Improvements Elements will be revised and amended as necessary to enhance their economic development orientation consistent with the Economic Element and the Strategic Plan.
- 1F. Miami-Dade County will program, to the maximum degree feasible, infrastructure improvements in municipalities in accord with their socio-economic development priorities and overall County priorities.
- 1G. Economic development should be a major criterion applied in selecting projects for the Annual Transportation Improvement Program and Long Range Transportation Plan development.

**Objective 2**

**Miami-Dade County will implement all elements of the People's Transportation Plan within, or sooner, than the time frames set forth.**

**Policies**

- 2A. The Earlington Heights Metrorail station connection to the Miami International Airport will be funded and built by 2006.
- 2B. Metrorail extensions or upgraded service will be based on rigorous developmental goals and cost/effective analysis with economic development impact given major consideration.

**Objective 3**

**Establish strong regional linkages within three years for major planning and infrastructure elements impacting economic development.**



#### **Policies**

- 3A. The County will support appropriate regional infrastructure initiatives with emphasis on economic development and will continue to participate in the Regional Transportation Organization while taking steps to form a Regional Transportation Authority.
- 3B. The Department of Planning and Zoning and other County departments, as appropriate, will work with the South Florida Regional Planning Council in planning for regional cooperative efforts important for economic development.

#### **Objective 4**

**Increase the number of middle income housing by 200 units annually in County-administered programs over the next ten years, while continuing to meet lower income critical needs.\***

\* Affordable to households with incomes between 80 and 120 percent of County median family income.

#### **Policies**

- 4A. The goal, objectives and policies contained in the most current Housing Element of the CDMP will be vigorously pursued and adequate resources allocated to implementation.
- 4B. Within two years, a program which involves private sector developments in the provision for low and moderate-income housing will be implemented.

#### **GOAL #3**

**Increase prioritized industries employment and investment through enhanced programmatic assistance to ongoing public and private business and labor force development programs.**

#### **Objective 1**

**Develop within two years, a set of guidelines for close coordination between Miami-Dade County government functions impacting socio-economic development and the primary organizations having business attraction, expansion and retention program responsibilities, as well as with other non-local institutions, organizations and individuals interested in the economic development of the area.**

#### **Policies**

- 1A. Miami-Dade County's best overall socio-economic strategy for meeting employment needs for the next 20 years is to emphasize its strengths in international commerce, health services, the visitor industry, and aviation-

related activities, and endeavor to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications.

- 1B. Continue to maintain and increase, when warranted, performance based incentives to local prioritized industries and expanding businesses within the State of Florida.
- 1C. The County should provide relief from impact and permit fees (or a percentage thereof) and postpone fee payment until loan closing for those projects that meet the specified job creation, business development, or affordable housing production goals established for the Empowerment Zone.
- 1D. The County shall increase the support to local, national and international marketing which promotes Miami-Dade County and community assets, especially focused on the prioritized industries.
- 1E. The County, in cooperation with the Beacon Council, will continue to vigorously implement the recently adopted Targeted Jobs Incentive Fund program.
- 1F. The County should explore ways to support the non-profit sector and the local cultural community in order to enhance their contribution to the base economy.
- 1G. The County in cooperation with the Beacon Council, chambers of commerce and relevant institutions, organizations and individuals will formulate a comprehensive incentive plan for application to business retention within one year.

## **Objective 2**

**Establish, within two years, utilizing county, state, and national agencies and capabilities, a Small Business Assistance Program focused on management, financial planning and technology application.**

### **Policies**

- 2A. County direct business assistance should be targeted to small businesses, especially those located in the Empowerment Zone or in the Targeted Urban Areas.
- 2B. The County will consolidate existing business assistance programs and activities into one office which primarily promotes small business.

### **Objective 3**

**Miami-Dade County, as a major employer, will establish a formal role within one year to support, promote and publicize the services of the primary workforce development agencies, Miami-Dade Community College and the local universities.**

#### **Policies**

- 3A. The County will promote the services of the Training and Employment Council of South Florida.
- 3B. The County should establish a partnership with the Training and Employment Council of South Florida to assess, create and implement targeted training programs based on employer needs.
- 3C. In its contracting with private businesses and other employers, Miami-Dade County will implement a first choice hiring agreement requiring that the Training and Employment Council of South Florida have the first opportunity for work force requisition and training needs.

### **GOAL #4**

**Institute a business support function to facilitate relations with Miami-Dade County in all aspects of business development, permitting, regulation and problem resolution.**

### **Objective 1**

**Establish, within one year, a business assistance ombudsman office within the County administration.**

#### **Policies**

- 1A. The ombudsman will respond to economic development related projects in need of aid, investigate and recommend appropriate resolution, and assist with implementation as necessary.
- 1B. The ombudsman will assist existing industry with retention and expansion issues and provide development review assistance.
- 1C. The ombudsman will provide chambers of commerce and other business organization with information for publication, including: contact information, a listing of business incentives, available financing, networking opportunities, special events, training programs, and profiles of business leaders and recent expansions.

## **Objective 2**

**All business licensing, permitting and regulations in Miami-Dade County will be fully and fairly enforced according to a set of guidelines and policies to be developed within two years.**

### **Policies**

- 2A. The County will continue to evaluate and streamline current processes for permitting, licensing and other start-up or expansion regulatory requirements.
- 2B. County departments should continue to identify areas of inefficiency or activities and timelines that drive up costs for businesses in their interactions with the County.
- 2C. The County should not allow unlicensed businesses to operate with impunity as it is fundamentally unfair and not in the long term best interests of local residents.

## **GOAL #5**

**Maintain and expand Miami-Dade County airports and seaports to attain top-ranked competitiveness in capacity, security, customer service and environmental sensitivity among cargo and passenger facilities worldwide.**

## **Objective 1**

**Significantly improve passenger and cargo intermodal connections between Miami International Airport, the Seaport, and their primary market areas within the next five years.**

### **Policies**

- 1A. The goal, objectives and policies contained in the Port and Aviation sub-Elements of the CDMP will be vigorously pursued and adequate resources allocated to implementation.

## **Objective 2**

**All Miami-Dade County aviation facilities must be appropriately developed and utilized to obtain their full potential for commercial and civil aviation activities.**

### **Policies**

- 2A. Prepare a comparative cost analysis to identify the critical factors that affect the local industry's ability to be competitive with other international airports in the state and region.

- 2B. Any redevelopment option chosen for the conveyed land at HARB should not inhibit continued operations of assigned Air Force Reserve Units

### **Objective 3**

**Maintain and expand the Port of Miami-Dade's status as the world's leading cruise homeport and Florida's largest container port.**

### **Policies**

- 3A. Conduct an analysis to determine how Miami's costs compare competitively and determine if there are some regulations or requirements that add to costs and could be subject to change.
- 3B. Identify options and develop plans for expansion of the Seaport with emphasis on intermodal transportation improvement's on and off the Port, both land and marine based.

## **Monitoring Program**

In order to enable the preparation of the periodic Evaluation and Appraisal Report (EAR) as required by Section 163.3191, F.S., the Minimum Criteria Rule (Rule 9J-5, F.A.C.) requires that local comprehensive plans contain adopted procedures for monitoring and evaluating the Plan and its implementation (Sections 9J-5.005[1][c][3], and 9J-5.005[7], F.A.C.). The section of Rule 9J-5, F.A.C. pertaining to minimum standards for optional elements was repealed in 2001, but the general requirements for comprehensive plan elements still apply. Hence, a Monitoring Program is included. There are no Level of Service standards for this element.

This section outlines the substantive features of Miami-Dade County's monitoring program pertinent to the objectives, policies, and parameters referenced in this Element. It should be understood that the proposed program may be refined over time, as more experience is gained. Undoubtedly, by the time that the next EAR, which would include this Element, is prepared the measures and procedures outlined herein will have been modified somewhat to reflect practical considerations.

The administrative requirements for monitoring and preparation of the EAR as outlined in Section 9J-5.005(7), F.A.C. are not repeated here. They are outlined only in the Land Use Element to avoid redundancy. The reader is referred to that Element for a summary of those procedural requirements.

**Evaluation Assessment Review**

For the purpose of evaluating and assessing the implementation of the Economic Element in approximately Year 2010, each objective will be reviewed as follows to monitor the degree to which it has been reached.\*

**Goal 1, Objective 1**

Ascertain whether the economic development executive office was established.

**Goal 1, Objective 2**

Determine if appropriate organizational change has been implemented.

**Goal 1, Objective 3**

Ascertain the status of the recommended plan at the end of five years.

**Goal 1, Objective 4**

Evaluate whether the County implemented the economic and social components of its Strategic Plan and established a mechanism to monitor progress and redirect as necessary.

**Goal 2, Objective 1**

Ascertain the status of the recommended plan at the end of five years.

**Goal 2, Objective 2**

Assess the level of improvement of the transit system in terms of route miles, headways and other operational measures at the end of five years.

**Goal 2, Objective 3**

Assess the progress toward establishing significant regional agreements and cooperation after three years.

**Goal 2, Objective 4**

Calculate the degree of increase in the share of middle income housing provided by County housing programs at the end of five years.

**Goal 3, Objective 1**

Ascertain if the guidelines were developed at the end of two years.

**Goal 3, Objective 2**

Determine if the proposed program is established after two years.

**Goal 3, Objective 3**

Determine if the steps taken establish the recommended County role at the end of one year.

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\* All time periods commence upon adoption by the Board of County Commissioners of the Economic Element.

**Goal 4, Objective 1**

Determine if the new office is established after one year.

**Goal 4, Objective 2**

Ascertain if the called-for guidelines were prepared and if relevant policy changes were made at the end of two years.

**Goal 5, Objective 1**

Evaluate the changes made in the intermodal connections between the Seaport and Miami International Airport, and between those facilities and their primary market areas at the end of five years.

**Goal 5, Objective 2**

Compare the operations-capacity ratios of the major aviation facilities in Miami-Dade County for the year 2003 and 2010.

**Goal 5, Objective 3**

Determine if the Port of Miami still retains the premier rankings as a cruise port and container port at the end of five years.

# **ATTACHMENT**

**3**



**CONCEPT PAPER FOR THE IMPLEMENTATION OF AN EXECUTIVE  
PLANNING OFFICE/FUNCTION TO INTEGRATE PLANNING AND  
IMPLEMENTATION OF COUNTY FUNCTIONS RELATIVE TO  
SOCIO-ECONOMIC DEVELOPMENT**

**June 25, 2003**

**Miami-Dade County  
Social and Economic Development Council**

**Dr. Antonio Jorge, Chairperson**

## **INTRODUCTION AND BACKGROUND**

In a report that was submitted to the Economic Development and Human Services Committee of the Board of County Commissioners on March 5, 2003 and to the full Board of County Commissioners on April 8, 2003 the Miami-Dade County Social and Economic Development Council (SEDC) transmitted a series of thoughts, concepts, ideas, and recommendations relative to its mission regarding the County's socio-economic development (copy attached). These recommendations included suggestions relative to the organization of the County's management structure to enhance the coordination of the variety of functions, activities, and programs impacting social and economic development. The SEDC has suggested that the County's management structure should be reviewed for modifications that would create a more comprehensive planning process, improve the direction of implementation efforts, and unify the supervision and coordination of both planning and implementation.

In very specific terms the SEDC has recommended that, since planning provides the foundation for implementation, consideration should be given to providing common management and supervision over both planning and implementation as it relates to economic development within the context of an evaluative framework that considers the socio-economic implications and impacts of economic policies, programs, projects and activities. Moreover, such organization restructuring should also be considered within a context that ensures ongoing consistency between the County's Strategic Plan and the Economic Element of the Comprehensive Development Master Plan.

According to the SEDC, "...it is imperative to emphasize the necessity of rapidly creating an executive planning office specifically charged with the task of initiating, guiding, reviewing, evaluating, and monitoring all of Miami-Dade County's physical, economic, financial and/or budgetary, business and social service activities impacting the socio-economic development of the area. Pursuant to this objective, all of the relevant planning and implementing functions (activities, projects and policies) of the County's various organizational units or components must be appropriately coordinated..."

## ANALYSIS

Through a series of substantial discussions and as reflected in its report entitled Report of the Social and Economic Development Council regarding the County's Strategic Plan and the Proposed Economic Element to the CDMP the SEDC has recommended that the County establish a socio-economic executive office which will initiate, guide, review, evaluate and monitor in conjunction with the related organizational units all Miami-Dade County activities impacting countywide socio-economic development activities. These activities are intended to encompass all of the physical, economic, financial and/or budgetary, business and social services aspects of county government related to countywide socio-economic development.

In considering an implementation plan for the creation of such an office or function it is important to note the extremely complex organizational structure of Miami-Dade County's government and to note recent modifications that have been made. Attached please find copies of the County's FY 2002-03 Organizational Chart and the County Manager's Office Table of Organization as of 9/30/02.

At the present time, through a series of changes within the past year, the County Manager has restructured the assignments of Assistant County Managers so as to more effectively and rationally group departmental supervision within common areas of policy oversight and program interests. As the result, all of the County departments and agencies that implement economic development programs which impact underserved and underdeveloped neighborhoods now report to the same Assistant County Manager (e.g. the Office of Community and Economic Development, Metro-Miami Action Plan, Task Force on Urban Economic Revitalization, and the Miami-Dade Empowerment Trust). Similarly, all of the County departments that are involved in the areas of social services and housing report to the same Assistant County Manager (e.g. the Community Action Agency, Community Relations Board, Homeless Trust, Housing Finance Authority, Housing Department, Alliance for Human Services, Public Health Trust, and South Florida Employment and Training Consortium).

In addition to this present structure for departmental oversight and coordination, the Board of County Commissioners (BCC) has recently revamped its Committee system as of January 2003. The BCC's Committee system includes six (6) standing committees and several subcommittees. The BCC committee that is most relevant to the areas of direct concern to the SEDC's mission is the Economic Development and Human Services Committee (ED&HS). Attached please find a copy of the description of the ED&HS Committee.

## **IMPLEMENTATION PLAN AND OPTIONS**

In terms of organizational structures and alignments there are numerous iterations and options that can be considered and analyzed. The key objective however should be the development and implementation of an organizational structure that is rational, streamlined, effective and efficient. Relative to this objective, a consideration of structural options included taking a close look at Miami-Dade County's organizational structure in comparison to similarly sized large counties with populations ranging from Wayne County, Michigan at 2.061 million to Los Angeles County, California at 9.519 million. Miami-Dade's population is estimated at 2.253 million.

From a comparative perspective it is noted that there is not a single department fully charged with the responsibility for socio-economic development in any of the similarly sized large counties. In the review of the organizational charts for the comparable counties, it was noted that, in a manner similar to Miami-Dade, there are marked efforts to align departmental management oversight, supervision and direction within the office of the County Manager/County Administrator/Chief Executive Officer along functional lines. Also, in many of these counties there is a commitment to a process of strategic organizational planning that guides departmental business plans and the annual allocation of resources through the budget.

With these considerations in mind, while there could be many more variations on the theme, there are fundamentally two alternative options that may be considered relative to enhancing the coordination, management and direction of socio-economic development responsibilities within Miami-Dade County. These options could include (1) some form of for a "Management Council within the Office of the County Manager" and (2) some form of "Centralized Supervision within the Office of the County Manager".

A comparative review of the organizational structures of large sized counties does not reveal any examples where a department of "socio-economic development" has been created. Rather the predominate structural model is one that continues to reflect county departments organized along functional lines of responsibility where it is more common to observe separate departments for planning, economic development, community development, housing, social services, etc. It appears that, to the extent that there have been efforts to provide coordination across functional lines, such coordination has occurred through the structure of the Office of the County Manager/County Administrator/Chief Administrative Officer.

## **RECOMMENDATION**

Following a discussion held on June 11, 2003, an appointed committee of members of the Social and Economic Development Council has decided to recommend that the SEDC endorse the creation of an Executive Planning Office (EPO) within Miami-Dade County government. This office would be responsible for the integration of the planning and implementation of county functions relative to socio-economic development.

The rationale for the creation of this EPO is the SEDC's determination that all of the relevant planning and implementing functions (activities, projects, and policies) of the county's various organizational units or components must be appropriately coordinated in such a way that would result in a more comprehensive planning process which would take into account the socio-economic aspects of the county.

The mission of the EPO would be to specifically "guide, review, evaluate, and monitor all of Miami-Dade County's physical, economic, financial and/or budgetary, business, and social services activities that impact the socio-economic development of the area."

After having considered and discussed a number of options and alternatives, the committee recommends the creation of an EPO within the Office of the County Manager whose location, attributes, and authority within the county's organizational structure would be as follows:

- (1) It will be a centralized office with supervisory responsibility and authority to function as a reviewing and evaluating entity between the planning and implementation phases within the county's management structure in order to enhance and insure the coordination of functions, activities, and programs impacting social and economic development; and
- (2) In order for this EPO to be able to serve as an effective filtering mechanism and successfully accomplish its above described mission it must be vested with adequate authority and power.

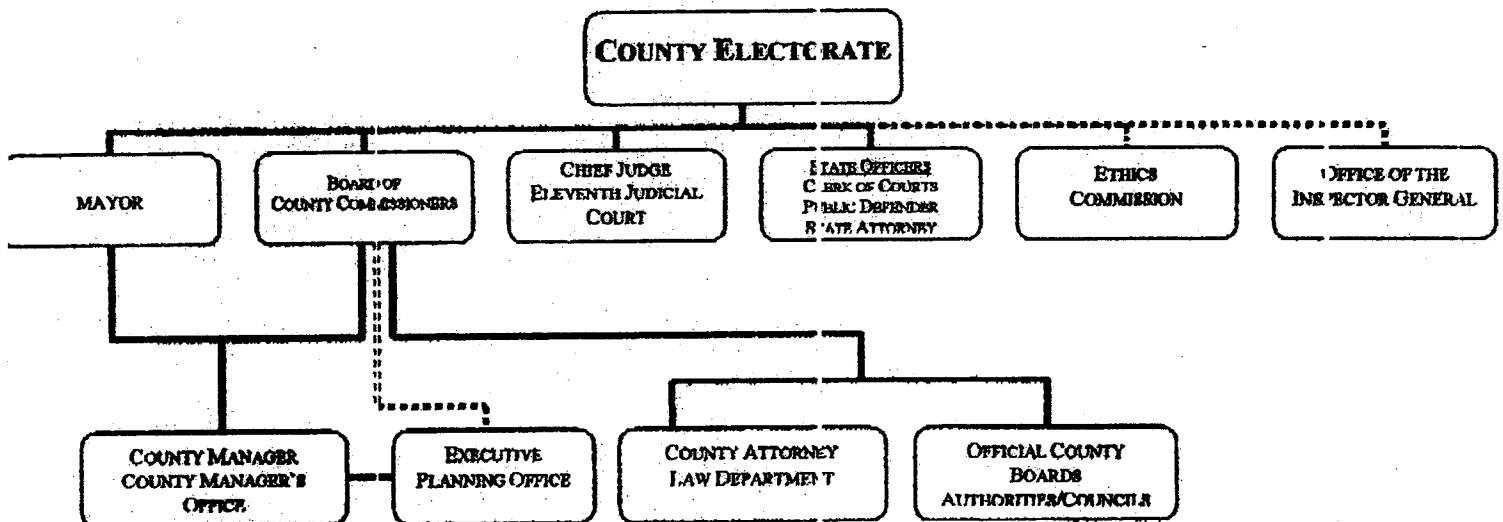
Within the Table of Organization of Miami-Dade County the EPO, as depicted below, will be linked by a straight line of reporting to the Office of the County Manager to whom it will be directly responsible, and by a dotted line of accountability to the Board of County Commissioners.

The committee also recommends that the EPO, in order to have the appropriate technical depth and breadth and to be able to successfully perform its mission, be staffed with a minimum of five individuals with ample economic, statistical, behavioral, and accounting experience having the required academic and professional credentials.

The members of the SEDC Committee on the Executive Planning Office included Mr. Michael Lavin, Dr. Raul Moncarz, and Dr. Kenneth Lipner. SEDC Chairperson Dr. Antonio Jorge also participated in the committee's discussion of this matter.

# MIAMI DADE COUNTY

## TABLE OF ORGANIZATION

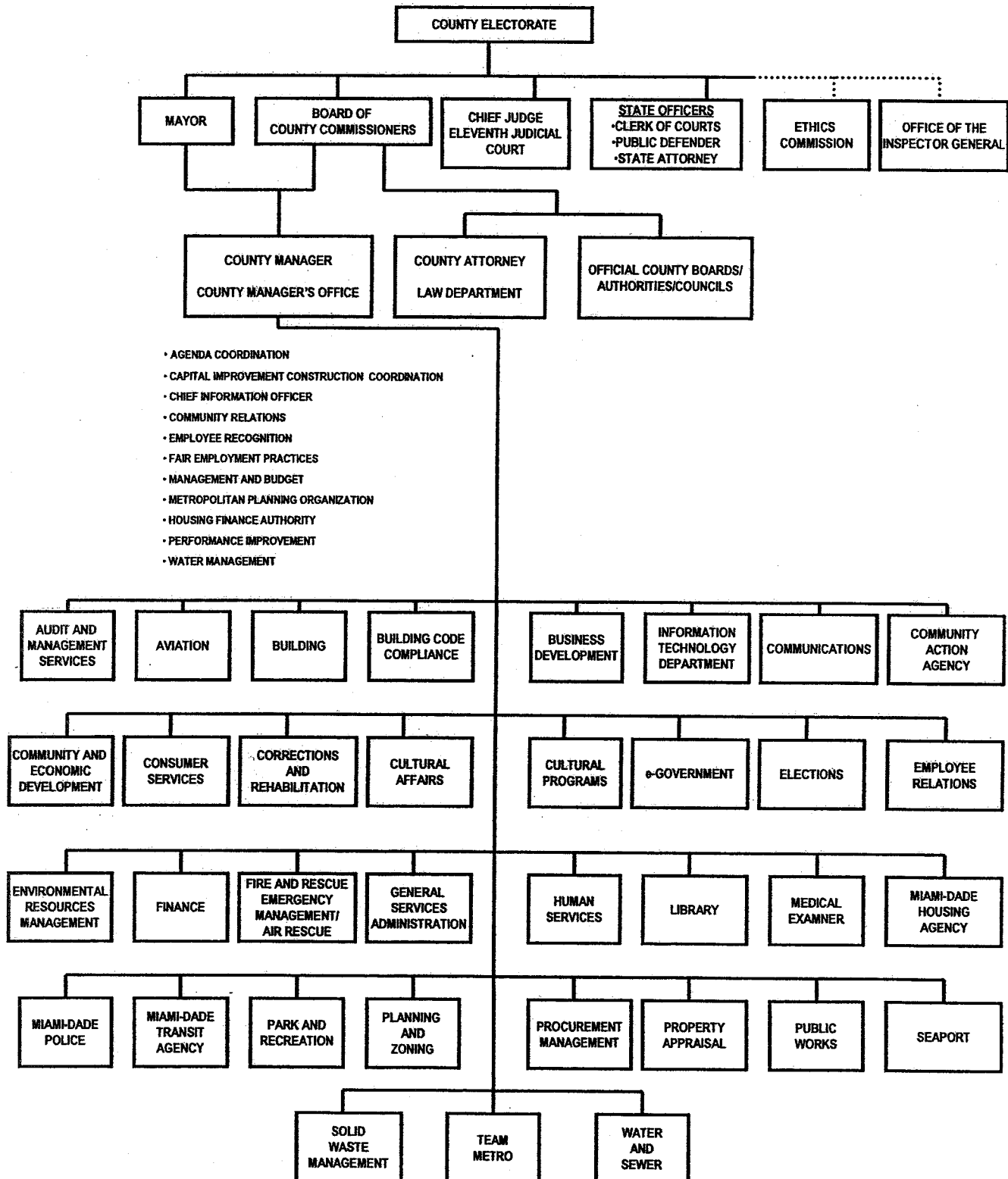


- AGENDA COORDINATION
- CAPITAL IMPROVEMENT CONSTRUCTION COORDINATION
- CHIEF INFORMATION OFFICER
- COMMUNITY RELATIONS
- EMPLOYEE RECOGNITION
- FAIR EMPLOYMENT PRACTICES
- MANAGEMENT AND BUDGET
- METROPOLITAN PLANNING ORGANIZATION
- HOUSING FINANCE AUTHORITY
- PERFORMANCE IMPROVEMENT
- WATER MANAGEMENT

## EXHIBITS

# MIAMI-DADE COUNTY

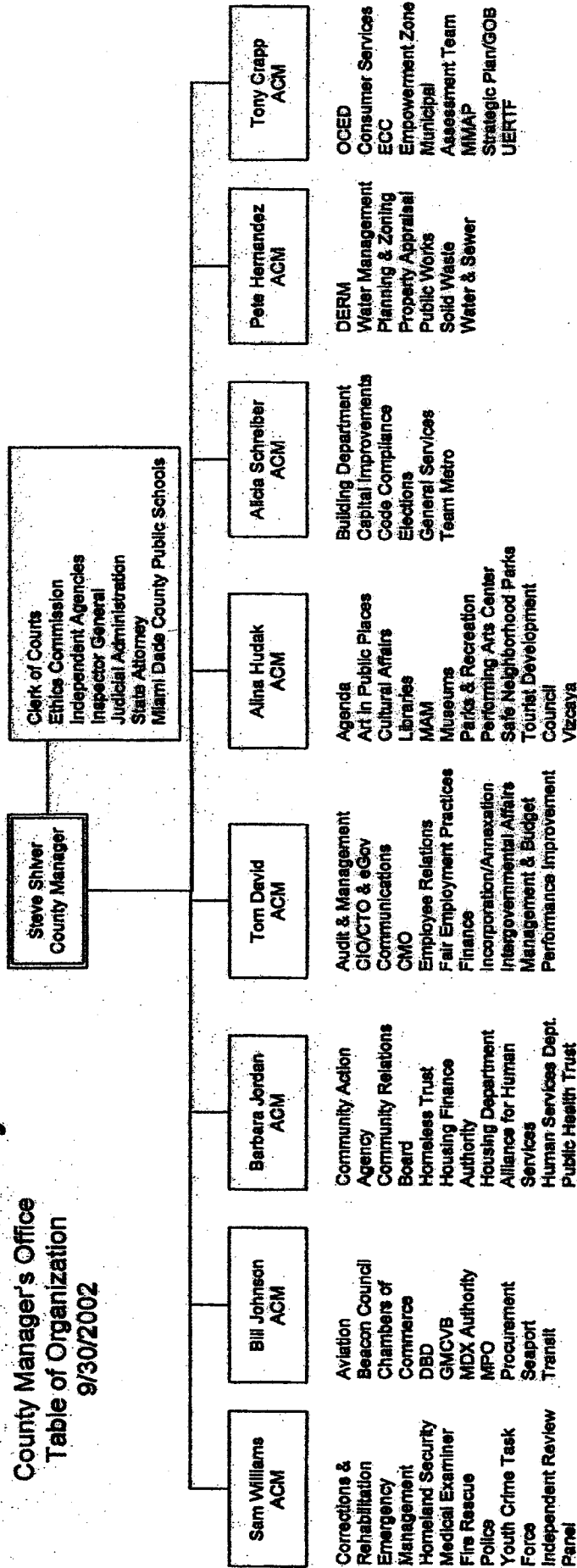
## TABLE OF ORGANIZATION 2002-2003





# Miami-Dade County

County Manager's Office  
Table of Organization  
9/30/2002



2. **Economic Development and Human Services Committee**

**Responsibilities:** The Economic Development and Human Services Committee will have primary responsibility over matters relating to the economic, physical, mental and developmental well-being of all Miami-Dade County residents.

**Jurisdiction:**

- Beacon Council
- Community Action Agency
- Human Services
- Homeless Trust
- Miami-Dade Housing Agency
- Metro-Miami Action Plan
- Public Health Trust
- Office of Community and Economic Development
- Urban Revitalization Task Force
- South Florida Employment Training Consortium

**Coordinate/Liaise with:**

- Alliance for Human Services
- Anti-Predatory Lending Task Force
- Chambers of Commerce
- Community Relations Board
- Empowerment Zone Trust
- International Trade Council/ Trade Mission Center of the Americas
- Mayor's Health Task Force Initiative
- Miami-Dade AIDS/HIV Partnership
- Youth Crime Task Force

**Members:**

Commissioner	Dorrian D. Rolle	Chair
Commissioner	Rebeca Sosa	Vice Chair
Commissioner	Bruno A. Barreiro	
Commissioner	Jimmy L. Morales	
Commissioner	Natacha Seijas	
Vice Chairperson	Katy Sorenson	

# **ATTACHMENT**

**4**



**MEMORANDUM  
OFFICE OF THE MANAGER**

TO: Department Directors

DATE: **SEP 25 2003**

FROM: George M. Burgess  
County Manager

SUBJECT: Social and Economic Development  
Council for Miami-Dade County

At the Special Board of County Commissioners meeting held on October 17, 2001, the Board adopted Resolution No. R-1087-01 which created the Social and Economic Development Council for Miami-Dade County (SEDC). As a direct result of the September 11, 2001 terrorist attacks, which had a devastating impact on the social and economic fabric of Miami-Dade County, and the Mayor's declaration of a Local State of Emergency on October 2, 2001, the SEDC was created and charged with the task of developing a short-term and long-term plan to address the social and economic consequences of the downturn in our local economy. The SEDC has been meeting regularly in the execution of its mandate since April 29, 2002.

The Board has appointed Dr. Antonio Jorge as the Chairperson of the Council and Dr. Albert Smith as the Vice Chairperson. Dr. Jorge is Professor of Political Economy at Florida International University and Senior Research Scholar at the University of Miami's Graduate School of International Studies, and Dr. Smith is the President of Florida Memorial College.

The SEDC is charged with the following duties, functions and responsibilities and works with the Economic Development and Human Services Committee of the Board of County Commissioners:

- a. To suggest and recommend to the Mayor and Commissioners of Miami-Dade County the appropriate short-term policies and measures to stimulate the economy of the County, with special attention to the needs of low income segments of the population;
- b. To actively participate in and coordinate efforts to conceptualize, formulate and implement a long-run strategy for the acceleration of the social and economic development of Miami-Dade County;

- c. To provide a forum and medium for governmental officers and community leaders to study and address the socioeconomic consequences of the terrorist attacks of September 11, 2001;
- d. To make findings and recommendations on a quarterly basis to the Mayor and the Board of County Commissioners of Miami-Dade County regarding the necessary measures to ensure full economic recovery and future socioeconomic development.

The Office of Community and Economic Development has been designated as the department responsible for providing principal support to the SEDC and for providing and facilitating access to the necessary resources to enable the SEDC to carry out its duties, functions and responsibilities. Assistant County Manager Tony E. Crapp, Sr. serves as the liaison to the SEDC on behalf of the County Manager's Office.

By way of this memorandum, I want to express my support of and commitment to the mission of the SEDC. I am certain that all of us recognize the tremendous challenges and opportunities this county faces relative to the diversification and continued growth of our local economy. In this context, I look forward to working with the SEDC relative to the development and implementation of economic strategies that could serve to improve the quality of life for all of our residents with an emphasis on reducing socioeconomic disparities.

Please join me in thanking the members of the Council for their participation and service in this effort.

cc: Honorable Alex Penelas, Mayor  
Honorable Chairperson Barbara Carey-Shuler and  
Members, Board of County Commissioners  
Robert A. Ginsburg, County Attorney  
Assistant County Managers  
Assistants to the County Manager  
Chairperson and Members of the Social and  
Economic Development Council